

## Activity/Subactivity Summary

**Activity:** Park Management

**Subactivity:** Park Support

Program Components	2002 Enacted	FY 2003			Change From 2002 (+/-)
		Uncontr/ Related Changes	Program Changes (+/-)	Budget Request	
Management and Administration	243,230	+2,862	+393	246,485	+3,255
Park Support Programs	21,649	+32	-15	21,666	+17
Cooperative Programs	10,146	+1	+21,999	32,146	+22,000
<b>Total Requirements</b>	<b>275,025</b>	<b>+2,895</b>	<b>+22,377</b>	<b>300,297</b>	<b>+25,272</b>

### Authorization

16 U.S.C. 1	The National Park Service Organic Act
16 U.S.C. 1241-1249	The National Trails Systems Act
16 U.S.C. 1271-1287	The Wild and Scenic Rivers Act, as amended
16 U.S.C. 18g-18j	Volunteers-In-The-Parks Act of 1969
16 U.S.C. 6	Appropriations Act of June 5, 1920 (41 Statute 917; Donations)
	The Federal Financial Management Improvement Act of 1996
Public Law 104-333	Omnibus Parks and Public Lands Management Act of 1996

### Overview

The **Park Support** subactivity within Park Management includes administering, managing, and supporting the operations of 385 park areas, 40 segments of the Wild and Scenic Rivers System, and 22 National Scenic and National Historic Trails Systems throughout the United States. Park Support also encompasses a number of internal administrative programs (personnel, finance, procurement, data processing, and communications) and services that provide necessary support functions, and cooperative programs that involve other Federal and non-Federal agencies, organizations, and individuals to enhance the development and amenities of the parks.

### Mission Goals Applicable to this Subactivity

- Ia** Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.
- Ib** The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.
- IIa** Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.
- IIb** Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.
- IIIa** Natural and cultural resources are conserved through formal partnership programs.
- IIIb** Through partnerships with other Federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.
- IIIc** Assisted through Federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreation use.
- IVa** The National Park Service uses current management practices, systems, and technologies to accomplish its mission.
- IVb** The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

**Subactivity:** Park Support  
**Program Component:** Management and Administration  
**FY 2002 Enacted:** \$243.230 million

### **FY 2002 Estimated Program and Anticipated Accomplishments**

The National Park Service uses management and administrative funding in support of the operations of the 385 park areas and of other affiliated sites through onsite management, the Headquarters Office in Washington, D.C., seven Regional Offices, and the Harpers Ferry Center. Also included in this funding are the day-to-day onsite direction and management of park units that are provided by the park superintendent and administrative staff who are responsible for the effective use of funds and personnel to accomplish the mission of the Service and the goals of that particular unit.

**Management and Administration at Parks.** The operation of the park system involves the responsibility for providing maintenance, resource stewardship, and visitor services in park areas. Onsite management overview and support functions are carried out by the park superintendent and an administrative staff which includes financial and budget administration; personnel recruitment, staffing, and employee relations; small purchases, formal contracting, and property management; and other related activities. The type and size of a park's administrative staff are governed by the size, scope, and complexity of the park. For example, more personnel and procurement support is needed in larger parks to facilitate the numerous seasonal hires and to provide guidance and oversight, as well as to coordinate the activities between different park areas.

**Headquarters and Field Area Management and Administration.** The overall management and administration of the National Park Service requires effective executive managers in Washington and seven Regional Offices. These executives are responsible for overall management of the National Park System. They establish operating guidelines and objectives, coordinate with other public and private organizations, efficiently manage staff and funds, and ensure compliance with legislation, Departmental directives, and regulations affecting the operation of the National Park System.

The National Park Service is managed by a *Director* who is assisted by two *Deputy Directors*. Five *Associate Directors*, at the Headquarters Office, each having line authority in their program areas, assist the Director of the National Park Service.

Servicewide administrative policy is the responsibility of the Associate Director of Administration. Administrative functions include: formulation, justification, and execution of the annual National Park Service budget, business plan management, centralized accounting operations, audit oversight, contracting, property management, human resources, and employee development. A number of other separate policy or administrative program offices report directly to the NPS Director, including the Equal Opportunity Office, the Office of Policy, and the Information and Telecommunications Center (ITC).

**Information Technology.** The Information Technology (IT) function in the NPS is supported by organizational entities throughout the organization. The decentralized nature of IT management represents the decentralized management characteristics of the Service as a whole. The Chief Information Officer, a newly created position in the Park Service, is responsible for advising management on the proper governance of IT related function and provides policy direction for Servicewide functions. The ITC is directly responsible for developing and maintaining methods and procedures for the technical aspects of the Servicewide acquisition of IRM related services and equipment. The ITC also has central coordination responsibility for geographic information systems (GIS) technology and park image management (satellite and aerial photography) with the intention of improving support to the significant new cultural and natural resource initiatives.

The information management environment in the NPS consists of over 20,000 personal computers located throughout the National Park System. In over 300 locations these computers are interconnected on local area networks (LANs) and the Internet through the Park Service's own wide-area network. The NPS also uses mainframe computers owned by other organizations. A Departmental office in Denver provides payroll and personnel system support and a U.S. Geological Survey mainframe in Reston, Virginia, delivers accounting

system service. Funds for the computer time of the mainframe service are included in this document under the External Administrative Costs budget activity.

The NPS is embarking on a significantly stronger use of IT than it has in the past, ranging from specific applications that produce management information to web services that enlighten the public on the mission and characteristics of the Nation's parks to developing and maintaining a significant investment in telecommunications, hardware, and enterprise software. Inherent in this expanded role of IT are the requirements of governing this asset, including strategic planning, capital planning, security, lifecycle management, and a host of other important IT management oversight functions.

**Servicewide Comprehensive Call.** The Servicewide Comprehensive Call (SCC) serves to increase communication and cooperation at all levels of the National Park Service. As the NPS continues to implement management reforms, the SCC will assist in fulfilling the Secretary's "Four C's philosophy" of cooperation, communication, and consultation – all in the service of conservation. The SCC will improve the resource allocation process by allowing park managers to evaluate and rank needs without regard to fund source categories and limitations. Addressing both project and operating needs for the NPS through the use of the Project Management Information System (PMIS) and the Operations Formulation System (OFS), the SCC has resulted in a more efficient and inclusive budget formulation process.

**Strategic Management of Human Capital.** The training and development programs discussed in this section complement other efforts underway within the National Park Service to establish a comprehensive and integrated approach to human resources management. Training and development, human resources, and equal employment opportunity must work together if the National Park Service is to recruit and retain the qualified workforce necessary to further the mission of the Service in this new century. The National Park Service conducted a workforce analysis during FY 2001, and is using this information to strengthen its integrated human resource programs in support of the President's management agenda and the goal of strategic management of human capital. Greater emphasis is being placed on recruitment and retention programs. New authority has been provided for government agencies to participate in a loan repayment program to assist employees with repaying their student loan obligations. The National Park Service is working with non-profit partners to establish a pilot loan repayment program, targeted at strengthening the Service's business and financial management capacities. In recent years, the pilot business plan initiative introduced a new cadre of graduate students in the fields of business and public policy to the management and accountability challenges facing the National Park Service. Several of these consultants have been hired by the National Park Service and serve on the management staffs in parks and key central offices.

#### **FY 2003 Budget Request: Management and Administration**

<b>Request Component</b>	<b>Amount</b>
FY 2002 Enacted Budget	243,230
Programmatic Changes	
• Park Base – Operations	+805
• Servicewide IT Planning & Management	+700
• Glen Canyon Dam Management Proposal	+100
• Travel Reduction	-1,212
<b>TOTAL, Program Changes<sup>1</sup></b>	<b>393</b>
Uncontrollable Changes	+2,862
<b>FY 2003 Budget Request</b>	<b>246,485</b>
Net Change	+3,255

<sup>1</sup>Justification for program changes can be found at the end of this activity's presentation.

**Subactivity:** Park Support  
**Program Component:** Park Support Programs  
**FY 2002 Enacted:** \$21.649 million

### FY 2002 Estimated Program and Anticipated Accomplishments

Funding at a Glance	
• Employee Development Program	\$ 9,020
• National Conservation Training Ctr.	500
• Mid-Level Intake Program	748
• Servicewide Intake Program	1,966
• Incidental Personnel Costs	7,757
• Social Science Program	841
• National Trail System Development	218
• Wild & Scenic River Coordination	599
*Amounts are FY 2002 Enacted	

The National Park Service operates several programs at the national level to meet Servicewide needs in training and development and social science. Other *Park Support Programs* include administering the National Trails System and Wild and Scenic Rivers and, at the regional level, relocation and other incidental personnel expenses.

**Servicewide Employee Development Program.** It is through park employees that the National Park Service achieves its mission. The success of the organization depends on effective and well-trained employees. The Servicewide Training and Development Program provides for training, development, and educational experiences for

all employees categorized within sixteen career fields: universal and essential (mission and orientation); administration and office management support; historic preservation skills and crafts; information management; interpretation, education, and cooperating associations; maintenance; organizational development; planning, design and construction; recreation and conservation programs; cultural resources stewardship; natural resources stewardship; all-risk management (occupational health and safety); specialty fields (concessions, legislative affairs, public affairs, and land acquisition); supervision, management and leadership; and visitor use management.

In developing and delivering the training and development program, the Service operates four training centers: Horace M. Albright Training Center in Grand Canyon, Arizona; Stephen T. Mather Training Center in Harpers Ferry, West Virginia; Historic Preservation Training Center in Frederick, Maryland; and the Capital Training Center in Washington, D.C. The Service also maintains a small Washington Office Training and Development staff. In addition, \$500,000 is provided to the U.S. Fish and Wildlife Service for NPS program support and coordination at the **National Conservation Training Center** in Shepherdstown, West Virginia.

#### At A Glance...

##### Distance Learning

- By the end of FY 2002, 125 distance learning stations will be located within parks.
- Approximately 60 distance learning events will be delivered in FY 2002.

Essential competencies have been developed for over ninety percent of the employees of the Park Service. Competencies are those capabilities that an employee must have to be successful in a particular job. The Service is now conducting needs assessments and surveys of employees and their supervisors to determine which competencies in each career field need support through training and development programs. The information gathered from the needs assessments will ensure that scarce training and development resources are devoted to the highest and most pressing developmental needs of the NPS. In FY 2003, training opportunities will be offered in orientation, administrative skills, maintenance skills, natural and cultural resources management, historic preservation, interpretation, and many other areas.

In FY 2002, the NPS initiated the "Fundamentals of the NPS" program. This program is designed to provide all new employees with an understanding of the mission and organization of the NPS, the competencies that are expected of all employees, the Core Values of the NPS, and the importance of working cooperatively in pursuit of the mission. The two-year curriculum that includes both internet-based study units and classroom elements will be available to all new employees each year. The curriculum and its effectiveness have been tested through a partnership with Indiana University. The same curriculum is being slightly modified for experienced employees who have never received an orientation to the NPS and their role in the organization.

The NPS works with other bureaus within the Department of the Interior and other agencies to produce, coordinate, and deliver training in a number of subject areas including supervision, administration, and facility maintenance.

**Mid-Level Manager Development.** This program provides developmental experiences over a two-year period for both new employees hired as a part of the program and current employees selected to participate in the program. This program will continue to help meet the anticipated management and leadership needs of the NPS.

#### **Servicewide Employee Development Workload Factors**

<b>Workload Factors</b>	<b>FY 2001 Actual</b>	<b>FY 2001 Estimate</b>	<b>FY 2002 Estimate</b>
Needs assessments completed (includes previous years)	10	1	1
Career fields surveyed	1	0	1
Career fields remaining to be surveyed	5	5	4
Percent of needs assessments completed	63%	68%	75%

**Servicewide Intake Trainee Program.** This two-year program recruits and prepares high-caliber individuals for a career in the National Park Service, offers professional guidance and developmental activities that foster continuous learning, and assists the agency in meeting its workforce succession and skill enhancement needs. Intake positions are chosen based on the workforce needs of the agency in a variety of targeted career fields. Participant selections are made through an extensive screening process with final approvals made by the Director. Intakes are assigned to host parks or offices during the initial developmental period and later placed at a final duty station based on the needs of the Service and skills of the incumbent. The goals of the program are:

- Enable the National Park Service to systematically meet future skill needs
- Provide a greater opportunity for career development
- Enhance the professionalization of employees
- Improve the Service's workforce diversity

In FY 2003, the NPS will continue to develop the cadre of intakes hired in 2001 while also starting another concurrent class. This sixth Intake Trainee Class will result in nearly half of all NPS units having intake trainees or graduates by the beginning of FY 2003.

The Intake Trainee Program supports the achievement of the Service's long-term goal of strengthening organizational effectiveness through the enhancement of employee competencies. The performance goal for FY 2003 is associated with increasing the percentage of essential competencies attained by graduates. Selection of highly qualified candidates also directly supports long-term goal IVa4: Workforce Diversity. The program's combination of appropriate selection criteria and development tactics improves the National Park Service workforce for the 21<sup>st</sup> century.

#### **Servicewide Intake Trainee Program Workload Factors**

<b>Workload Factor</b>	<b>FY 2001 Actual</b>	<b>FY 2002 Estimate</b>	<b>FY 2003 Estimate</b>
Percent of targeted universal and career essential competencies achieved by Intake Program graduates.	93%	95%	95%

**FY 2002 Training and Development Program**

<b>Career Field/Competencies</b>	<b>Training Units</b>
Universal and Essential (Mission and Orientation)	3,500
Administration and Office Management Support	4,350
Historic Preservation Skills and Crafts	6,000
Information Management	2,400
Interpretation, Education, and Cooperating Associations	4,000
Maintenance	1,700
Mid-Level Intake Program	3,000
Organizational Development	500
Planning, Design, and Construction	1,000
Recreation and Conservation	500
Resource Stewardship: Cultural Resources	700
Resource Stewardship: Natural Resources	1500
Risk Management (Occupational Health and Safety)	400
Specialty Fields (Concessions, Land Acquisition, Legislative Affairs, Public Affairs)	700
Supervision, Management, and Leadership	3,500
Visitor Use Management	1,400
<b>TOTAL:</b>	<b>35,150</b>

**Incidental Personnel Costs.** These funds cover employee transfer costs, lump sum leave, and severance pay and all are paid from Regional accounts. Each Regional Office budgets a specific amount for employee transfer costs which may vary immensely depending upon the relocation circumstances of the employee. Benefiting organization or other accounts are often used for these costs when region-wide funds are fully expended. Employees who leave Federal service are entitled to lump sum payments for the amount of annual leave that has been earned but not used. Some employees are entitled to severance pay if they are involuntarily removed from Federal service under certain conditions.

**Social Science Program.** Understanding the relationship between people and parks is critical for protecting resources and providing for public enjoyment. The Social Science Program seeks to assess how visitors and local residents will be affected by and respond to proposed park management actions; understand economic interactions between parks and nearby communities; develop methods and techniques to improve management of visitor use; and support improved NPS management. Funding in FY 2002 for this program is \$0.841 million. The program is the primary source of data to measure Servicewide GPRA goals related to visitor enjoyment and visitor understanding. The Social Science Program also provides research and technical assistance to park and program managers and to researchers. Program responsibilities are to:

- Provide social science information for park management decisions
- Develop and administer a competitive research project process to fund the highest priority social science needs
- Establish and maintain an urban-focused research program in cooperation with a historically black college or university.

To meet these goals, the Social Science Program carries out a series of critical initiatives, including an Internet-based social science information clearinghouse for scientists, managers and the public, and technical assistance to park managers and researchers in reviewing information collections under the 1995 Paperwork Reduction Act (an average of 40 information collections reviewed each year). Projects underway in FY 2002 include research to improve visitor safety, refining techniques park managers need to measure and manage recreational carrying capacity, developing atlases of socioeconomic trends for park managers, conducting additional in-depth analyses of the national poll of the American public, developing social science research reviews on the human dimensions of wildlife management and Federal fire management, creating new

technology transfer tools to assist managers and local communities in using the improved Money Generation Model, and continued research on visitor use in national parks.

In FY 2002, the NPS continues its long-term cooperative relationship initiated in FY 1998 with Southern University at Baton Rouge, Louisiana, to establish and operate the NPS Urban Recreation Research Center (URRC). The center conducts social science research on recreation demand and impacts on urban units of the National Park System; cultural diversity of visitors, employees and local communities; needs of special populations; and visitor use management in high density parks. FY 2002 projects include an annual NPS job fair for minority students, training workshops for urban park managers on workforce diversity and minority recruitment, further development and maintenance of an URRC website, research on the relationship of NPS units to urban communities, visitor safety in urban parks, and improving visitor services in urban parks.

Visitor Services Projects are an ongoing research project and research team housed at the University of Idaho Cooperative Park Studies Unit. Through these studies, park managers obtain accurate information about visitors -- who they are, what they do, their needs and opinions. Park managers have used this information from in-depth studies to improve visitor services, protect resources and manage parks more efficiently. In-depth visitor studies enable park and regional managers to assess and achieve many of their performance goals.

In FY 2002, a mail-back customer satisfaction card, implemented in FY 1998, that is similar to surveys successfully used by major United States corporations was continued. Each year, the program is responsible for the technical and operational aspects of carrying out the customer satisfaction surveys Systemwide. The survey results are used annually by park managers to systematically assess, monitor, and report their accomplishments related to NPS performance goals IIa1 (Visitor Satisfaction) and IIb1 (Visitor Understanding and Appreciation). The customer satisfaction survey also enables parks, clusters, regions, and national program offices to measure their progress toward meeting annual and long-term performance goals. In FY 2001, 303 parks completed the customer satisfaction survey, and reports were prepared for each park, cluster, region, and on a Servicewide basis. The Systemwide response rate to the customer satisfaction survey in FY 2001 was 26 percent.

#### At A Glance...

- The program is the primary source of data to measure Servicewide GPRA goals related to visitor enjoyment and visitor understanding.
- The NPS measures visitor satisfaction through its Visitor Services Project (VSP),
- The VSP includes two main survey tools:
  - in-depth visitor studies at individual parks
  - customer satisfaction survey used throughout the National Park System.
- Since 1988, the Visitor Services Project has conducted over 120 in-depth visitor studies in individual units of the National Park System.
- In FY 2002, the VSP will complete six studies initiated in FY 2001.
- FY 2003, ten additional surveys initiated in FY 2002 will continue.

In FY 2002, the NPS will publish its eighth annual customer service report, entitled *Serving the Visitor 2001*. The report includes customer service data from the Visitor Services Project in-depth studies and customer satisfaction surveys. By monitoring visitor satisfaction through different types of visitor studies, and using the information to improve all aspects of park operations, the NPS can continue to protect resources and provide high quality customer service. *Serving the Visitor 2002* will be completed in FY 2003.

Included in *Serving the Visitor 2001* are the FY 2001 customer satisfaction survey national results. The customer satisfaction card includes an overall quality question used as the primary measure of visitor satisfaction. This question asked visitors to rate the "overall quality of facilities, services and recreational opportunities." A visitor is "satisfied" if their response to this overall quality question was either "very good" or "good."

### Selected Visitor Satisfaction Survey Results



For further details on national customer satisfaction survey results, see the Special Exhibits section of this budget document.

**National Trails System.** The National Center for Recreation and Conservation (NCRC) provides program-wide leadership in developing the National Trails System through services which help the entire System. The NCRC conducts activities such as interagency coordination, partnership training, technical manuals, and Systemwide research and communications, networking, mapping, and reporting. Interagency coordination with the USDA Forest Service and the Bureau of Land Management is an essential part of these efforts, since many of the trails cross lands administered by these agencies. Program leadership has proven invaluable in addressing problems which involve many States and partners, and in repairing faltering partnerships; program staff work closely with related trail and park programs where there are mutual interests.

The National Center for Recreation and Conservation takes the lead on long-distance trail partner communications with its sponsorship of the quarterly *Pathways Across America*, biennial national conferences, and annual gatherings of Federal trail administrators. The staff plays a key role in convening the Federal Interagency Council on Trails in Washington, D.C., to foster ongoing communication among all the Federal agencies involved in these trails. The center oversees the periodic release of the *National Trails System Map and Guide* to inform the public of the components of the entire National Trails System. National program leadership also assists field staff to address selected NPS GPRA goals, including resource protection, visitor satisfaction, stronger partnerships, and effective administration.

#### At A Glance

- 22 scenic and historic trails form the National Trails System
- 40,000 miles of trails
- Trails in 47 States
- The NPS directly administers 17 National Trails

**Partnership Wild and Scenic Rivers.** The National Park Service currently administers 40 segments and more than 3,000 miles of the Wild and Scenic Rivers System. Most of these are managed as units of the National Park System. The Service has management responsibility for seven designated "Partnership" Rivers. The designations are based on a local-State-Federal partnership approach and entail no Service land ownership. For each of these seven rivers, the Service bears the primary responsibility to ensure that resource protection and partnership goals are met.

NPS staff help coordinate the local-State-Federal river management partnerships, providing assistance to local river councils, reviewing activities for compliance with section 7 of the Act, offering technical assistance as requested, and making available limited financial assistance. Increased funding in FY 2002 allows managers to begin addressing partnership needs of the recently designated Lower Delaware River and White Clay Creek. This new funding also allows the Service to further fulfill its responsibilities under the Wild and Scenic Rivers Act for the other five rivers.



**Partnership Wild and Scenic Rivers FY 2001 Program**

Site	FY 2001 Funding	Linear Miles of River	Year Designated
Farmington (West Branch), Connecticut	82	14.0	1994
Great Egg Harbor, New Jersey	82	129.0	1992
Lamprey, New Hampshire	82	23.5	1996
Lower Delaware, New Jersey/Pennsylvania	82	67.3	2000
Maurice, New Jersey	82	35.4	1993
Sudbury, Assabet, Concord, Massachusetts	82	29.0	1999
White Clay Creek, Delaware/Pennsylvania	82	190.0	2000
National Coordination	15		
Program-wide projects	10		
<b>Total</b>	<b>599</b>	<b>488.2</b>	

**Performance Goals****Goal IIIb2. Partner with communities to provide additional recreational opportunities and protect resources**

Target	Measure	Goals	
		Annual FY 2003	Long-term FY 2005
Community recreation opportunities and resource protection	Percent of communities satisfied with NPS partnership assistance in providing recreation and conservation benefits on land and waters	94.4%	95.0%

**Wild and Scenic Rivers Coordination Performance Information**

	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Percentage of communities served satisfied with assistance.	100%	N/A <sup>1</sup>	94.4%

<sup>1</sup> Satisfaction surveys are conducted every other year.**FY 2003 Budget Request: Park Support Programs**

Request Component	Amount
FY 2002 Enacted Budget	21,649
Programmatic Changes	
• Travel reduction	-15
<b>TOTAL, Program Changes<sup>1</sup></b>	<b>-15</b>
Uncontrollable changes	+32
<b>FY 2003 Budget Request</b>	<b>21,666</b>
Net change	+17

<sup>1</sup> Justification for program changes can be found at the end of this activity's presentation.

**Subactivity:** Park Support  
**Program Component:** Cooperative Programs  
**FY 2002 Enacted:** \$10.146 million

### FY 2002 Estimated Program and Anticipated Accomplishments

Funding At A Glance...	
• Student Conservation Program	\$ 809
• Volunteer-In-Parks Program (VIP)	1,518
• Partnership for Parks	839
• Challenge Cost-Share Programs	6,980
Regular Challenge Cost-Share	[1,987]
Lewis & Clark Cost-Share	[4,993]
*Amounts are FY 2002 Enacted	

The National Park Service operates several programs which provide formal support to organizations, which in turn cooperate with the Service in the accomplishment of its mission. Funds expended on these cooperative programs act as seed money and are generally repaid many times over in in-kind services. Without the support provided by these individuals and groups it would be more difficult for the National Park Service to accomplish many of its resource management and visitor services programs.

**Student Conservation Association.** Founded in 1957, the Student Conservation Association (SCA) is a private, nonprofit, educational organization that provides high school and college students and other persons who are out of school with the opportunity to volunteer their services for the better management and conservation of our Nation's parks, public lands and natural resources.

The objective of the program is to recruit and place high school and college-age student volunteers in National Park Service areas. The students undertake conservation projects or assist park staffs in a variety of resources management, visitor services, and maintenance work. The National Park Service has maintained a strong partnership program with SCA for over 40 years and participates in such youth programs as described below to accomplish many worthwhile projects that would not have otherwise been completed.

*The Resource Assistant Program.* A program designed for college-age or older participants who work individually in a professional capacity, completing a variety of resource management duties as an equal member of a resource staff over 12- to 16-week periods.

*The High School Program.* This program offers volunteers ages 16 to 18 opportunities to work for a month or more in an outdoor setting while living in a backcountry camp and working on conservation projects.

*The Conservation Career Development Fellow Corps.* A program designed to attract and prepare minority and female high school and college students for career opportunities in the National Park Service. This program is designed to increase the diversity of employees in the National Park Service to reflect fully the composition of the total population.

*Conservation Associates.* College-age or older volunteers who serve in six to twelve month positions similar to Resource Assistants/Fellows. Most participants have completed their undergraduate education, some have graduate degrees and many are alumni of other Student Conservation Association programs.

*Conservation Stewards.* This program offers adult volunteers 18 years old and older an opportunity to serve in park units for 1-4 weeks. This program is geared towards people who wish to volunteer their vacation or free time for a worthwhile cause.

*Public Land Corps.* Since the Public Land Corps program was activated in 1997, SCA has been one of the primary partners. This program was designed to create new partnerships, reduce backlogged maintenance projects and increase the employment of our youth between the ages of 16 – 24 years old. More than 1,000 students are placed in parks each year through this program, with the value of the work performed exceeding \$2.0 million annually.

**Volunteers-In-Parks (VIP) Program.** The NPS Volunteers-in-Parks (VIP) Program is authorized by the Volunteers-In-The-Parks Act of 1969. The purpose of the program is to provide a means through which the NPS can accept and use voluntary help from interested citizens and international visitors in such a way that it is mutually beneficial to the NPS and the volunteer. Volunteers may be recruited without regard to Office of Personnel Management regulations, are provided coverage for tort liability and work-injury compensation, and can be reimbursed for out-of-pocket expenses while participating in the program. Authorizing legislation prohibits the displacement of permanent and seasonal employees. Most volunteers work directly in the parks.

#### At A Glance...

- In FY 2001, 350 programs reported using 119,884 volunteers contributing an equivalent of 2,095 FTE.
- The NPS realized over \$67 million in work contributed by volunteers (Based on industry averages, \$15.39 per volunteer hour is used.)

The VIP program continues to be a major force in accomplishing the NPS mission. On average, each volunteer contributes 37 hours per year towards accomplishing the agency's mission. In FY 2002, \$1.517 million was provided for the management of 350 individual volunteer programs throughout the System.

Goals for the FY 2002 volunteer program are to provide clear and reasonable policy guidance to volunteer coordinators in the field, to continue to ensure that all volunteer program managers and volunteers receive excellent training, and to raise the standards for acceptance into the VIP program while improving the agency's ability to recruit and retain volunteers from all sectors of society. A generous grant from the United Parcel Service Foundation has led to the creation of the Volunteer Senior Ranger Corps in 8 national parks where local senior organizations are partnered with parks to work with youth on a variety of conservation projects. This program will be expanded. A generous contribution to the National Park Foundation by former National Park Service Director George Hartzog has enabled the production of a service-wide VIP newsletter, *The Steward*, to begin circulation in 2002, and the Hartzog Volunteer Recognition program that will recognize VIPs at the national level. The National Volunteer Council will be holding a Volunteer Summit to plan the update of the web-based VIP Report System as well as to address other pertinent program issues.

### Performance Goals

#### Goal IVb1. Provide a volunteer program mutually beneficial to NPS and those donating time and skills

		Goals				
Target	Measure	FY 1997	Annual FY 2003		Long-term FY 2005	
		Base	Number	% Increase	Number	% Increase
Volunteer utilization	Volunteer hours	3,800,000	5,000,000	31.6%	5,500,000	44.7%

#### Volunteers-in-Parks Performance Information

Performance Measure	FY 2001 Actual	FY 2002 Estimate	FY 2003 Estimate
Number of park volunteers	119,884	126,000	132,000
Number of volunteer hours	4,373,515	4,600,000	4,800,000
Percent increase (over 1997) in volunteer hours	16%	18%	21%
Value of work in millions of dollars at \$15.39 per hour	\$67 million	\$73 million	\$74 million

**Partnership for Parks.** The NPS' ability to advance our mission is enhanced by the relationships we enjoy with thousands of partners nationwide. By working collaboratively to identify and achieve mutual goals we increase our capacity to serve the public. Inviting others to join together in stewardship can also create or intensify lifelong connections to national parks and other special places. NPS partners include other governmental entities at the Federal, Tribal, State, local and international levels, non-profit organizations, businesses, academic institutions and individuals.

Because partnerships are a *way we do business* Service-wide, as opposed to a *program* managed by a single office, there has been no central repository of information on the nature, scope, and purpose of the many partnerships the NPS is part of. In FY 2002, the WASO Partnership Office will expand on a preliminary effort begun in FY 2001 to develop a partnership database. The database will give us the tools to not only analyze NPS partnerships, but also to recognize the efforts of our partners and to share partnership “best practices”.

In addition to the work on the database, the Partnership Office will continue its core mission of working with the regions, parks and programs, and the non-profit partners who raise private sector support for the NPS. There are more than 150 Friends Groups that support national parks in a variety of ways. In FY 2002, NPS will launch a Partnership Website to recognize partners and highlight the projects these – and other groups -- make possible. Training continues to be a high priority; the successful partnership seminar sponsored for many years by Golden Gate National Recreation Area will continue to be offered in San Francisco with a companion seminar to be offered on the East Coast. Workshops will also be offered in conjunction with the annual conference of the Association of Partners for Public Lands in March.

In addition, the Congressionally-chartered National Park Foundation promotes private sector giving Service-wide. FY 2002 will be the second year of the National Park Service and National Park Foundation *Proud Partners of America's National Parks* program. Year two will build on the successes of the first year of this program and will include the coordination of: a national photo contest to select the image for the 2003 National Parks Pass and the donation of \$500,000 of photo and imaging equipment (Kodak), the creation of new visitor center films and public service announcements (Discovery Communications, Inc), the publication of three, multi-page special sections on National Parks (TIME magazine), the return of a restored Red Bus fleet to Glacier National Park and the placement of skilled transportation planners in parks (Ford Motor Company), and the ability to reach millions of park supporters through its publications and the sales of National Parks Passes (American Airlines).

### At A Glance...

#### Sample current NPS fundraising campaigns:

- Wright Brothers NM
- Grand Teton NP
- Edison NHS
- Yosemite NP
- Gettysburg NMP
- Colonial NHP
- Valley Forge NHP
- USS Arizona Memorial
- Great Basin NP
- Indiana Dunes NL
- Lewis & Clark NHT
- Statue of Liberty NM

**Challenge Cost-Share Program (CCSP).** In FY 2002, \$6.98 million was provided for this program. The Challenge Cost-Share Program (CCSP) increases the participation of neighboring communities and qualified partners in preserving and improving the cultural, natural and recreational resources for which the Service is responsible. The CCSP consists of two components, regular Challenge Cost-Share and the Lewis and Clark Challenge Cost-Share.

**Challenge Cost-Share.** Through “small dollar” partnership projects with a required match of non-Federal cash or in-kind contribution, mutually beneficial projects are cooperatively carried out. The Challenge Cost-Share Program extends to all of the Service's missions and programs, both inside and outside parks. Partners include Federal, State, county, and municipal government agencies; researchers; museums; local affiliates of national conservation groups; park, cave, trails, or resource-related nonprofit foundations, associations, and “friends” groups; and owners of nationally significant historic properties.

**Lewis and Clark Challenge Cost-Share.** This program supports activities related to the anniversary of the Lewis & Clark expedition. These funds are awarded competitively for exhibits, interpretive or education programs, resource preservation or other projects relating to the Lewis & Clark Trail, selected in coordination with the National Lewis & Clark Bicentennial Council. Funds may also be used for signature events, planning, visitor services and safety information. This is a multi-year effort, with funding continued in FY 2003. In FY 2002, this program provided \$4.993 million in cost-share opportunities.

### At A Glance...

- The years 2003-2006 mark the bicentennial of the Lewis and Clark Expedition
- The NPS has established formal agreements, supporting the participation of tribes along the trail route of the bicentennial
- Over 68 tribal organizations are involved nationwide

**FY 2003 Budget Request: Cooperative Programs**

<b>Request Component</b>	<b>Amount</b>
FY 2002 Enacted Budget	10,146
Programmatic Changes	
• Cooperative Conservation Initiative	+22,000
• Travel Reduction	-1
<b>TOTAL, Program Changes<sup>1</sup></b>	<b>21,999</b>
Uncontrollable changes	+1
<b>FY 2003 Budget Request</b>	<b>32,146</b>
Net change	+22,000

<sup>1</sup>Justification for program changes can be found at the end of this activity's presentation.

**Justification Of Total FY 2003 Budget Request For Park Support**

<b>Request Component</b>	<b>Amount</b>
FY 2002 Enacted Budget	275,025
Programmatic Changes	
• Cooperative Conservation Initiative	+22,000
• Park Base - Operations	+805
• Servicewide IT Planning and Management	+700
• Glen Canyon Dam Management Proposal	+100
• Travel Reduction	-1,228
<b>TOTAL, Program Changes</b>	<b>22,377</b>
Uncontrollable changes	+2,895
<b>FY 2003 Budget Request</b>	<b>300,297</b>
Net change	+25,272

**Cooperative Conservation Initiative (Challenge Cost-Share Program): \$22 million, 2 FTE**

The National Park Service's current Challenge Cost-Share Program (CCSP) seeks to support increased participation by neighboring communities and qualified partners in the preservation and improvement of NPS natural, cultural, and recreational resources, as well as in all other authorized Service programs and activities. To broaden its current CCSP program, the NPS proposes, as part of the larger Department of the Interior Cooperative Conservation Initiative, to provide increased funding for cost-shared conservation projects that address only unfunded resource restoration needs or problems involving the areas of restoration of natural resources, establishment of habitat for wildlife and collection of information which has as its purpose the conservation of natural resources or protection of species.

Projects will be selected competitively. The program will expand incentives for formation of partnerships that benefit NPS lands by requiring a minimum 1:1 non-Federal match consisting of cash, goods, or services. To increase the effectiveness, the program will focus on specific themes, some of which involve partnerships that could be expanded with cost-share funding. Themes include habitat and species protection and restoration, cave research, cooperative ecosystem studies units activities, and coastal geology projects. The new program will include two positions to track the \$22 million in funding and to assure accountability and a total of approximately \$440,000 in administrative costs.

This request is part of the proposed Cooperative Conservation Initiative, of which \$22 million would be located within the Challenge Cost Share program. A total of \$50 million is proposed to be funded under the State Conservation Grants program within the NPS Land Acquisition and State Assistance appropriation, bringing

the NPS portion to \$72 million. The Initiative totals \$100 million, with the remaining \$28 million requested by Fish and Wildlife Service and the Bureau of Land Management.

**Park Base - Operations: \$0.805 million, 6 FTE**

The NPS is proposing an increase of \$9.331 million and 71 FTE at parks in FY 2003 to address a number of specific, high priority operating requirements. As part of the annual budget review process, park managers have identified and prioritized a wide range of unfunded operational needs using the Service's Operations Formulation System (OFS). The web-based, interactive OFS system, which also captures the incremental impact of the identified increase on performance, has resulted in improvements in the budget formulation process, including greater consistency, enhanced linkage of budget to performance, and efficiencies related to the use of technology. This FY 2003 budget proposal addresses the most pressing of the Service's park operational concerns.

The funding would allow for such critical requirements as increased protection of resources, enhanced law enforcement, more efficient maintenance operations, initial operation of new facilities and park units, and funding for special events such as the celebration of the centennial of flight. The specific increases contained in this proposal cut across functional categories as described by the NPS budget structure. Of the total amount requested, \$0.805 million and 6 FTE are estimated as the amount to be applied to the Park Support budget subactivity. For a more comprehensive examination of the park increases contained within this proposal (as well as park increases that are part of the Counter-Terrorism Initiative), please refer to the Analysis of Park Increases in the Summaries section of this budget document.

**Servicewide IT Planning and Management: \$0.7 million, 4 FTE**

Funding is requested to provide servicewide coordination of information and telecommunications management, the new Chief Information Officer (CIO) position and to develop a core management team under the CIO. The CIO team would provide senior management vision to implement reforms in the application of information technology and provide professional management of contracts and studies. These studies would assess and review the numerous and disparate systems operating in the NPS, the latest information technology, and develop comprehensive documents for Enterprise Architecture, Strategic and Capital Planning. The office of the CIO will coordinate and implement these plans and other policies to result in a secure and efficient information management infrastructure to accomplish all aspects of the NPS mission. All NPS IT activities will conform to the new Department of the Interior Enterprise Architecture plan to ensure coordinated systems and eliminate duplication among bureaus.

**Glen Canyon Dam Adaptive Management: \$0.1 million, 0 FTE**

Five tribes (Hopi, Hualapai, Navajo, Paiute, and Zuni) and five DOI agencies (BIA, BOR, USGS, FWS, and NPS) are among the stakeholders participating in the Glen Canyon Dam Adaptive Management Program. The program involves consultations on a wide variety of cultural and natural resource policy issues, including park operations, compliance issues, monitoring and research activities, dam operations, and tribal education and social issues. Funding will permit participant Tribes to fully participate in the technical and policy aspects of the Glen Canyon Dam Adaptive Management Program and related government to government consultations. This funding request includes only the NPS share in the funding of this program. It does not include funding requested by other participant DOI bureaus.

**Travel Expenses: -\$1.228 million**

The NPS proposes to effect savings of \$1.228 million in this program by reducing travel and associated costs by implementing management reforms to achieve savings.